

OrdnanceReports

News updates from around the world



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This publication is produced by the U.S. Army Ordnance Corps Communications Coordinator. The purpose of this publication is to provide Command Information materiel concerning world events and the U.S. military's role in those events. Ordnance specific events will be covered if appropriate. Direct your correspondence to Ed Starnes at 410-278-2415 (DSN 298-2415), or email edward.starnes@ocs.apg.army.mil.

DoD examining military force 'footprint' worldwide

by Jim Garamone, American Forces Press Service

LISBON, Portugal, June 9, 2003 – Defense Secretary Donald H. Rumsfeld said today that the military is examining the stationing of U.S. troops worldwide.

In addition to the recent decision to pull U.S. troops off the demilitarized zone separating the North and South Korea, other movements may occur in the future.

“We are at varying stages in different parts of the globe in our thinking,” Rumsfeld told reporters traveling with him for a series of European meetings.

U.S. forces are organized by combatant commands, each with an area of responsibility where its commander is in charge of placing troops. But Rumsfeld and DoD planners are examining the “footprint” of American forces worldwide. He said while a combatant commander looks at the world via his area of responsibility, DoD must look wider. The “seams” between commands are particularly troublesome, he said.

“We have been sequentially having (the combatant commanders) come in and give us their best recommendations,” he said. “And we’ve looked at them and sent them back and suggested they look at some other options.

“Now what we’re doing is looking at them all together,” he continued. He said experts are taking the various pieces, “and asking the question, ‘How can we best arrange ourselves from the standpoint of the American people and in the most cost-effective way?’”

At the same time, U.S. government officials are discussing the process with friends and allies around the world. Some discussions are with allies that already host U.S. forces – such as in Europe – while others are with countries with no appreciable U.S. presence.



U.S. Defense Secretary Donald Rumsfeld, right, talks to journalists during a joint news conference with Portuguese Defense Minister Paulo Portas, left, at a 16th century military fort outside Lisbon where they held a meeting Tuesday, June 10 2003. Rumsfeld stopped in Portugal, at the start of a European tour, to thank Portuguese officials for supporting the war in Iraq and discuss NATO issues and the reconstruction of Iraq. (AP Photo/Armando Franca)

“It’s complicated,” Rumsfeld said. “It’s a big set of issues terribly important to our country, and we think we’re approaching it in a very orderly and thoughtful way.”

Rumsfeld addressed the U.S. presence in Europe. He said the forces “are somewhat of a legacy.” U.S. forces were oriented to the defense of Western Europe and the threat of the Soviet Union. “So the question isn’t, ‘What do you need to defend against the Soviet Union?’ but ‘How do you want to be arranged around the world?’ And that’s the way we’re addressing it,” he said.

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Rumsfeld: Iraqi attacks may have element of organization

by Jim Garamone, American Forces Press Service

LISBON, Portugal, June 10, 2003 – Defense Secretary Donald H. Rumsfeld does not believe that the recent spate of attacks on U.S. soldiers in Iraq is the result of any “well-organized nationally directed campaign,” he said June 9.

But, he noted, there are people who say that in certain parts of Iraq “it looks as though it has an element of organization to it as opposed to being random.”

The attacks on coalition forces north and west of Baghdad are not just a criminal enterprise, Rumsfeld said on the plane flying here. He said his impression is that the attacks are coming from the paramilitary Fedayeen Saddam, die-hard Baath Party members, Iraqi Republican Guards and other sympathizers with Saddam Hussein’s former regime.

He said coalition forces do not have the same problems in the southern part of the country, because most of the battles were fought there. “The regime sympathizers (in the north) did not get into a battle and, therefore, a lot of them didn’t get killed as they did down south,” he said. “So there are probably more of them per square mile in the northern portion of the country between Baghdad and Tikrit than there are in other portions of the country.”

Rumsfeld said the United States is talking to 41 countries about support to the coalition effort in Iraq. On June 6, he said there was the possibility of up to three divisions’ worth of troops would ultimately join the U.S., British, and Australian coalition.

The secretary said he had a meeting June 8 with Indian officials and

DoD examining military force ‘footprint’ worldwide continued

The discussion may come up during Rumsfeld’s visits in the region, although he said that’s not the trip’s purpose.

Rumsfeld will meet with Portuguese Defense Minister Paulo Portas. He will then fly to Tirana, Albania, for discussions with Prime Minister Fatos Nanos and Defense Minister Pandeli Majko.

The secretary will then fly to Germany, where he will address the 10th anniversary of the founding of the George C. Marshall Center for Security Studies before moving on to Brussels for the NATO defense ministerial.

“The NATO meeting is an important one, because we have made some good progress and we intend to continue that effort,” he said. The defense ministers will discuss NATO’s command structure changes and how U.S. changes fit.

NATO ministers too will look at the alliances force footprint. Rumsfeld said they have made some changes and “will make more.”

The secretary said he is pleased with the progress NATO is making on the NATO response force.

sounded out the possibility of India providing troops in Iraq. “We feel good about it,” he said. “We’re hopeful that we’ll get a sizable set of forces in Iraq. The first ones would likely be in September.”

He said the composition of U.S. forces in the country – which now number about 145,000 – is being changed. “We’ve been adding ground forces in Iraq,” he said.

U.S. Central Command has moved out air and naval forces from the region. CENTCOM is “mixing and matching” for the forces it will need in the months ahead. The secretary said that at this stage there isn’t a great need for heavy armor, artillery or rocket battalions.

“There is a need for presence – ground forces,” he said. And those ground forces will be heavy with military police, civil affairs personnel, interpreters and infantrymen.

Rumsfeld also addressed the perception that many Iraqis are not cooperating because they still fear Saddam Hussein. He said the Iraqi people were afraid of the vicious and repressive dictator. “And if they fear he might come back, they might be somewhat slower to say what they know,” he pointed out.

The thought of Saddam returning to power may be fueling the attacks on coalition forces, but they will not succeed, the secretary said.

In the meantime, coalition forces will “just keep looking for him. We’ll find him,” Rumsfeld said.



A young suspected looter raises his hands as a US Army trooper looks for more looters pillaging an agricultural warehouse in Fallujah, 50 kilometers, some 31 miles west of Baghdad, Iraq Tuesday June 10, 2003. US troops have had to deal both the looting and resistance from this predominantly Sunni Muslim stronghold. Fallujah has been the scene of almost constant clashes since US troops shot dead 18 demonstrators and wounded 78 others in two confrontations last April. (AP Photo Ali Haider)

Pentagon official concerned about Afghan attacks

WASHINGTON (Reuters) - A senior Pentagon official voiced concern on Tuesday over a "new pattern" of terror attacks on international troops and aid workers in Afghanistan, including a suicide bombing that killed four German soldiers.

"I think it's a new pattern. And essentially it's an effective tactic on their part," Deputy Assistant Defense Secretary Joseph Collins said of what he called strikes by the Taliban, foreign fighters and others to drive Westerners from the country.

But Collins told reporters that a growing number of what could be coordinated attacks since March, including Saturday's suicide bombing of a bus that killed German troops in Kabul, would not halt progress on stability in Afghanistan.

"One of the new wrinkles, if you will, in the pattern of ... violence has been in attacks on internationals and international efforts," he said, citing the murder of a U.S. worker for the International Committee of the Red Cross.

"On the one hand, (there is) concern about these new tactics. On the other hand, I have to say that there is undoubtedly more stability in many areas of Afghanistan than there has been for years," Collins added at a breakfast meeting with defense writers.

"I am very bullish on Afghanistan," added Collins, who is in charge of "force stability" at the Defense Department.

He said he saw no sign that a growing number of deaths of U.S. troops in attacks in Iraq and the killings of peacekeepers in Afghanistan would dampen willingness of nations to provide military peacekeepers in the two countries.

U.S. captures 2 more wanted Iraqis; #18 & 53

WASHINGTON (AP) - U.S. forces have captured two more of the 55 most wanted Iraqis, including a former member of Saddam Hussein's inner circle, Pentagon officials said Tuesday.

Latif Nusayyif al-Jasim al-Dulaymi, No. 18 on the top 55 list, was the most senior man captured. He's a former member of Saddam's Revolutionary Command Council, the small committee of the former dictator's top advisers, and a former deputy secretary of the Baath Party's military bureau.

The second man captured was a top official in the chemical weapons corps of the Iraqi military. Brig. Gen. Husayn al-Awadi, No. 53 on the most-wanted list, also was a regional Baath Party leader in the Ninawa region of northern Iraq.

American officials hope that captured Iraqi officials like al-Awadi can give them information leading to the stocks of chemical and biological weapons President Bush said Iraq had before the war. No such weapons have been found so far.

More than half of the top 55 wanted Iraqis are now in U.S. custody.

"There's the possibility for a very positive backlash when soldiers are being killed ... the death of the German peacekeepers in Afghanistan will not cause the Germans to cut and run," Collins told reporters.

"I think that, if anything, it will cause the Germans to renew their zeal in terms of that particular peacekeeping effort that they are now the co-lead of in Afghanistan."

In Berlin, German Chancellor Gerhard Schroeder said on Tuesday that his country would not consider withdrawing or reducing its peacekeeping forces in Afghanistan despite the bombing attack.

U.S. Navy ups anti-terror drive off Horn of Africa

MANAMA (Reuters) - The United States Navy said on Tuesday it had bolstered its military presence in waters around the Horn of Africa as part of "on-going counter-terrorism operations" in the region.

The Navy's Bahrain-based Maritime Liaison Office said it had increased coalition naval strength in the area to assist operations on land, sea and air.

"Coalition forces are alert to potential air and maritime threats and are currently on patrol in the Red Sea, Gulf of Aden, Gulf of Oman and Arabian Gulf," it said in a statement to merchant shipping.

"Anyone suspected of assisting or transporting terrorists should expect to be boarded, and will risk the sinking or seizure of (the) vessel, and will be detained and jailed," it said.

The Navy warned commercial shippers to be aware of the increased presence and to cooperate fully with queries from sea or air.

The waters around the Horn of Africa are some of the most dangerous and pirate-infested in the world, according to the International Maritime Bureau (IMB).

The IMB has warned that any vessels straying too close to Somalia's coastline would almost certainly be attacked by armed militia.

So far, however, the IMB has not linked terror groups to increasing acts of maritime piracy and hijackings off the Gulf of Aden and Somali waters.

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Army birthday, Flag Day to be celebrated world-wide June 14

While conducting a global war on terrorism and the rebuilding of Iraq, the Army is celebrating its 228th birthday this year and saluting the 226th Flag Day with celebrations June 14 and throughout the month of June from ballparks to ballrooms, the Pentagon to Camp Zama, Japan.

The Army's Birthday theme this year, "At War and Transforming," takes on special meaning following Operation Iraqi Freedom and continuing Army operations for the Global War on Terrorism. American soldiers - active duty, Army National Guard and Army Reserve - are currently deployed around the world performing critical national security missions while the Army Transforms for the future. June 14, the same day as the Army's birthday, is National Flag Day.

While soldiers continue their worldwide duties, the American public plans to show their appreciation at baseball games, the New York and American Stock Exchanges, Arena Football League 2 games, NASCAR and National Hot Rod Association races as part of the Defense Department's "Operation Tribute to Freedom."

Army Birthday and Flag Day observances include a cake cutting in the Pentagon's center courtyard on June 13 with speeches by Acting Secretary of the Army Les Brownlee, Acting Army Chief of Staff General John M. Keane and Sergeant Major of the Army Jack Tilley. Veterans of OPERATION NOBLE EAGLE, OPERATION IRAQI FREEDOM and OPERATION ENDURING FREEDOM will be recognized for their selfless service. The event also will feature displays of 30 new pieces of tactical equipment and uniform improvements that deployed soldiers are now receiving or can look forward to receiving soon. Pvt. 1st Class Brandy Stringer, 66TH Military Police Company, and Master Sgt. David Mitchell, Defense Criminal Investigation Task Force, will be the traditional youngest and oldest soldiers to cut the Army's giant birthday cake.

New York City Mayor Michael Bloomberg will declare June 14 "Army Appreciation Day." The Borough Presidents of the Bronx, Brooklyn, Manhattan, Staten Island and Queens plan similar proclamations. The commanding general of the 10th Mountain Division (Light Infantry) and Fort Drum, N.Y., Maj. Gen. Franklin L. Hagenbeck, and soldiers will ring the trading bell at the New York Stock Exchange that morning while soldiers also will ring the trading bell at the American Stock Exchange.

Given the patriotic traditions of the Army and American baseball, baseball teams from Baltimore to Seattle will honor national traditions with Army color guards, soldiers singing the national anthem and Army recruiters distributing American flags and "Support Your Soldiers" postcards. Hosting teams include: the Anaheim Angels,

Baltimore Orioles, Boston Red Sox, Chicago White Sox, Cleveland Indians, Texas Rangers, Kansas City Royals, Minnesota Twins, New York Yankees, Oakland A's, Seattle Mariners, Cincinnati Reds and the Minor League All-Star Game at Fort Myers, Fla.



Patriotic television commercials from the award-winning "Army of One" profiles featuring real soldiers will continue to air on MTV, ESPN, Fox Sports and other works as part of the summer patriots season" blitz from Memorial

Day to Veterans' Day. Similar "Yo Soy El Army" Spanish-language advertising and www.goarmy.com information also will appear.

The Army's top fuel dragster, "The Sarge," with driver Tony Schumacher will be at the 39th Pontiac Excitement Nationals in Columbus, Ohio, June 12-15. The NASCAR Army 01 Race Car also will be at Detroit's Michigan International Speedway June 15 for the Sirius Satellite Radio 400 with the U.S. Army Parachute Team, "The Golden Knights."

Olympic medallist and Alpine skier Picabo Street plans a tandem-jump next week with "The Golden Knights" at their parachute-training complex in Raeford, N.C.

The Arena Football League 2 games involved with Patriot Season, include: Charleston at Richmond on June 14; Louisville at Quad City on June 14 and Mohegan at Albany on June 28.

In the Military District of Washington, soldiers of Headquarters, Department of the Army will run through Arlington National Cemetery June 10 and members of the 3rd U.S. Infantry Regiment will deliver cakes to some members of Congress. Senior Army leaders will lay a wreath at the Tomb of the Unknowns June 13. The 228th Army Birthday Ball, the area's big bash, will be held at the Washington Hilton and Towers June 21. This year's Army Ball will include featured performances from the U.S. Army Soldiers Show, performing groups from the U.S. Army Field Band including "The Jazz Ambassadors," "The Soldier's Chorus" and "The Volunteers."

Other examples of more than 60 events around the world include:

- At Camp Zama, Japan, the most senior and junior soldiers will cut an Army birthday cake June 14. Maj. Gen. Robert M. Shea, deputy commander of United Forces Command Japan, will also give a speech that day.
- The Hawaii-based 25th Infantry Division will host an Army Birthday Ball with 400 members of the local military and

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U.S. kills 4 in firefight in east Afghanistan

BAGRAM, Afghanistan (Reuters) - U.S.-led forces in Afghanistan killed four people during a three-hour gun battle near the Pakistan border on Tuesday, a spokesman said.

Colonel Rodney Davis told reporters at Bagram air base, just north of Kabul, that an unknown number of fighters opened fire on a patrol near a U.S. base in Shkin, in the southeastern Paktika province which borders Pakistan.

There were no U.S. or coalition casualties.

In a separate attack, four rocket-propelled grenades exploded near an Afghan military border checkpoint close to Shkin on Monday. There were no casualties.

U.S. special forces also found three Blowpipe surface-to-air portable missile systems near the eastern town of Asadabad on Monday. The systems, with optical sights, were still in their original containers.

Davis said the 11,500-strong coalition force hunting for remnants of the ousted Taliban regime and al Qaeda network it sheltered would not slow its efforts in the wake of last week's suicide bombing in Kabul that killed four German peacekeepers.

The peacekeepers were part of the International Security Assistance Force numbering 5,000 that was deployed in Kabul shortly after the fall of the Taliban in late 2001.

"We aren't about to allow the hard-earned gains by members of this coalition or by well-intentioned members of the international community go to waste," he said.

Army birthday, Flag Day to be celebrated world-wide June 14 continued

civilian communities attending the evening of June 12. Fort Sill, Okla., will commemorate the day with the post's 77th Army Band participating in pre-game activities at a Texas Rangers baseball game and a ceremony on post.

To find out more about Flag Day - to include a special commemorative poster with flag etiquette - the Army Birthday, and more about the proud history of the U.S. Army and its soldiers, go to the web site <http://www.army.mil/birthday/228/default.htm> . For current information about the U.S. Army, its core values, and its Transformation revolution for America's future national defense needs, visit www.goarmy.com and www.army.mil. The National Flag Day Foundation also is sponsoring the 24th Annual Pause for the Pledge of Allegiance June 14 at 7 p.m. Eastern time to encourage all Americans to pause and recite the Pledge of Allegiance's 31 words "to honor America and show the world that we truly are a united people." This simple patriotic act is recognized by Congress as part of National Flag Day. (Public Law 99-54)

"So we will pursue our security, stability and reconstruction objectives to the very end."

An Afghan security official said separately that the bodies of six Taliban fighters had been found near the Afghan border town of Spin Boldak.

The men had apparently sustained serious injuries during a major battle last week between Afghan forces and Taliban remnants in which up to 40 Taliban were killed, he said.

U.S.: 205 coalition troops killed in Iraq; 627 injured

BAGHDAD, Iraq (AP) - The number of coalition troops killed since the beginning of the U.S.-led invasion of Iraq has reached 205, a U.S. military spokesman said Tuesday.

Of those, 135 were killed in hostile activities and 70 by friendly fire or other accidents, Col. Rick Thomas said. Those killed in action included 56 U.S. Marines, 59 U.S. Army soldiers, a U.S. Navy sailor and 19 British servicemen.

A total of 627 service members were injured since the beginning of Operation Iraqi Freedom on March 20, Thomas said.

Despite the ouster of Saddam Hussein's regime on April 9, U.S. troops face continued attacks, mainly in central and western Iraq. Ten soldiers have died in the past 15 days, officials said.



WEAPONS TRAINING — A soldier with 2nd Battalion, 44th Air Defense Artillery Regiment, 101st Airborne Division, assembles an AK-47 rifle with a soldier from the Joint Iraqi Security Company, left, and a translator, center, June 5. The 2-44th is training Kurdish and Iraqi forces to become the first self-sufficient Iraqi military force in the region. U.S. Army photo by Pfc. James Matise.

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Speaker program guides generals through change

by Joe Burlas

WASHINGTON (Army News Service, June 10, 2003) — While Army Chief of Staff Gen. Eric K. Shinseki may always be known as the champion of Transformation, he has acknowledged he hasn't pushed the process along alone.

Shinseki initiated a general-officer speaker program two years ago featuring what officials call "influential thought leaders" from industry, nongovernmental agencies and academia to help manage organizational change as part of every General Officer Conference sponsored by the chief.

Speakers have included: Peter Senge, founding member and chairman of the Society of Organizational Learning; Marshall Goldsmith, managing partner of the Alliance for Strategic Leadership and recognized as one of the nation's top executive human resources coaches; Gary Hamel, visiting professor of Strategic and International Management, London Business School and chairman of Strategos, an international consulting company; Dr. Jim Crupi, president and founder of Strategic Leadership Solutions, Inc.; and Frances Hesselbein, chairman of the board, Leader to Leader Institute and the Institute for the Advancement of Ethics, and former Girl Scouts of America national director.

Maj. Gen. James Dubik, director for Joint Experimentation, Joint Forces Command, said he could not be a greater advocate for the GO speaker program as it has spurred discussion about how to make Transformation work among generals and helped many become better managers.

"There is an assumption that a general by virtue of his rank knows how to be a general," Dubik said. "The modus operandi for raising to the rank of colonel is be knowledgeable and successful in one particular field, but a successful general needs to have more perspective about the Army. There is a reason why a generals are called generals — they are not supposed to be specialists anymore."

Another thing the speaker program has done, Dubik said, is to make generals realize that many Army problems are also problems in the corporate world — likewise, solutions to those Army problems can be taken from the corporate world.

The brief descriptions of what the speakers talked about to generals are based upon individual interviews.

Senge: Ahead of the Learning Curve

The Army is ahead of the corporate world in not leaving learning to chance, Peter Senge said, as lifelong learning is cultural norm for soldiers. This is may be due to the likely consequences of mistakes leading to injuries or death in the Army, vice the corporate world where mistakes may lead only to a financial loss.

Another advantage the Army has over the corporate world is its hierarchy system of rank, Senge said, meaning leaders "don't have to pussyfoot around the issues" when necessary. However, effective

leaders in both worlds rely on a balance of personal relationships and informal communication with the inherent power of leadership positions to get the most from their workers, he said.

The Army faces both a challenge and an opportunity with its very diverse representation of soldiers, Senge said. The challenge is for senior leaders to be true representatives of the people they serve. The opportunity is the collection of intelligence represented in that diversity if properly harnessed. Diverse organizations throughout history have tended to survive better and longer than organizations that were not diverse, Senge said.

Another challenge the Army faces is to share information throughout its hierarchy, Senge said. Sharing information is about the quality of relationships between leaders and those led. The quality of that relationship is directly related to the quality of work the organization ends up with from its members, Senge said.

Goldsmith: Commitment, not Compliance

Marshall Goldsmith said the best thing generals can do for their subordinates is instill a sense of self-determination, not compliance.

He reviewed some of the traps highly successful people tend to fall in:

It is hard to admit you may be wrong once committed to a course of action.

"The Superstitious Trap" — Because I did it this way, I succeeded. If I keep doing it this same way every time, I will continue to be successful.

You get lots of positive reinforcement for accepting responsibility. That acceptance of more and more responsibility leads to more positive reinforcement until you are over committed.

"Army of One Depends on Me" — About 85 percent of general officers believe they are in the top 20 percent of successful generals. Statistic is about the same among senior executives in the corporate world.

Because of past success, some generals avoid feedback that reflects badly on their positive self-image.

"Winning Too Much" — Generals have been so successful at what they do, it is hard to admit failure when it happens.

While generals are human and subject to err like their counterparts in the corporate world, Goldsmith said he found generals to be very educated, dedicated and patriotic.

Goldsmith told the generals that most likely needed to learn to give in gracefully on the small issues, at home and at work to maintain comfortable relationships in both places.

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Speaker program guides generals through change continued

Hamel: Invest in What Could Be

A sure route to failure for any organization, according to Gary Hamel, is investing in what is rather than what could be.

Looking at World War II and Korea, the Army has a history of losing its first battle before learning lessons it should have been prepared for and winning those wars in the end, Hamel said. We will not win today's battles using the last conflict's tactics and strategies, he said.

Organizations must reinvent themselves at least once every five to seven years, he said.

It is easy to say today that the U.S. Army is the finest fighting force on the planet, but will it be the same five or 10 years from now, Hamel asked.

Senior leaders know that to win on the battlefield they have to get inside the enemy's decision cycle — make decision quicker than the enemy to make them react rather than reacting to their moves, Hamel said. Likewise, off the battlefield generals need to get inside the reinvention cycle, he said.

In preparing for tomorrow's battles, Army leaders need to question everything systematically and thoroughly — questioning even the deepest held set of principles — to see if they still hold value for the organization in the future, Hamel said.

And don't rely only on senior leaders to come up with all, or even most, of the reinvention ideas, Hamel advised. Soldiers new to the organization and those who do the day-to-day work will often have innovative solutions to issues, he said.

The terrorist attacks against the United States on Sept. 11, 2001, have shown us the world has changed — the enemy is no longer over there, he is here too, Hamel said. The Army has to change to meet a changing threat, he said.

Dr. Jim Crupi: "Who Moved my Cheese"

Dr. Jim Crupi tells generals that is if the Army doesn't change, it is in danger of becoming extinct.

He has used premise of the book, "Who Move My Cheese," by Dr. Spencer Johnson, to talk to generals on a number of occasions why change is inevitable and how to manage the process.

"Change is hard because people overestimate the value of what they are giving up and underestimate what they may gain by giving it up," Crupi said.

It is very difficult to ask people to destroy the system that got them to where they are today.

In his talks with generals, Crupi said their biggest concern about Transformation is that it must be done very well so that the nation continues to be properly served.

While Transformation is about new equipment, it is also about changing the acquisition system to get new equipment fielded in a more timely manner, creating and maintaining better tactical and strategic communications for real-time situational awareness across the battlefield, and changing the Army culture, Crupi said.

"The first battle has been won," Crupi said. "In spite of the confusion and conflicting points of view across the breath of the Army about the meaning of Transformation, there is acceptance and even yearning for change — no small accomplishment. Now Army leaders must help soldiers understand the answers to two key questions: Change to what? And, how fast?"

Hesselbein: Army Light Years Ahead

The Army has a long record of change and is light years ahead of most corporate companies in incorporating change as part of its culture, according to Frances Hesselbein.

The Army integrated blacks long before the South granted them equal civil rights and still remains more diverse than most corporate or large nonprofit organizations today, Hesselbein said. The Army also has a clear and remarkable record of leader development, she said.

The biggest Transformation challenge the Army faces is communicating the vision, mission and rationale for change, Hesselbein said.

"The message has to percolate down to every level wherever there are people in organization so that they understand why the Army is making this change," Hesselbein said. "The cook in Company A should be as informed and as mobilized for Transformation as the Army chief of staff."

That message should be short, powerful and compelling, she said, and it should not just be directed at soldiers. Other audiences include veterans, family members and Department of the Army civilians.

Leaders must have the courage to constantly question the status quo — there are no sacred cows that should be overlooked, Hesselbein said. And the Army needs to train the leaders of tomorrow to be leaders of change as Transformation should be a continual process, not an end state, she said.



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U.S.: high chance of al - Qaida WMD attack

UNITED NATIONS (AP) — There is a “high probability” that al-Qaida will attempt an attack with a weapon of mass destruction in the next two years, the U.S. government said in a report Monday.

The report to a U.N. Security Council committee monitoring sanctions against the terrorist group did not say where the Bush administration believes such an attack might be launched.

But the United States said it believes that despite recent setbacks, “al-Qaida maintains the ability to inflict significant casualties in the United States with little or no warning.”

“The al-Qaida network will remain for the foreseeable future the most immediate and serious terrorism threat facing the United States,” the report said. “Al-Qaida will continue to favor spectacular attacks but also may seek softer targets of opportunity, such as banks, shopping malls, supermarkets, and places of recreation and entertainment.”

The report said the terrorist organization “will continue its efforts to acquire and develop biological, chemical, radiological, and nuclear (CBRN) weapons.”

“We judge that there is a high probability that al-Qaida will attempt an attack using a CBRN weapon within the next two years,” it said.

A radiological weapon is a so-called “dirty bomb,” which uses traditional explosives to disperse radioactivity. Such bombs could use lower-grade radioactive material which can be more easily produced or obtained than the high-grade uranium and plutonium used for nuclear weapons.

U.S. Defense Secretary Donald H. Rumsfeld said last year that

searches of more than 40 sites in Afghanistan used by al-Qaida yielded documents, diagrams and material that showed “an appetite for weapons of mass destruction.” But it did not appear al-Qaida had succeeded in making such weapons before the U.S.-led military campaign began in October 2001.

The report said FBI investigations since the Sept. 11, 2001 terrorist attacks “have revealed an extensive and widespread militant Islamic presence in the United States.”

“We strongly suspect that several hundred of these extremists are linked to al-Qaida,” it said.

The U.S. report also noted that “there are hundreds of ongoing counter-terrorism investigations in the United States directly associated with al-Qaida,” primarily on the east and west coasts and in the southwest.

“Identifying and neutralizing these sleeper cells remains our most serious intelligence and law enforcement challenge,” the report said.

The activities of the groups identified by the United States center on fund raising, recruitment and training, but “one or more groups or individuals could be used by al-Qaida to carry out operations in the United States or could decide to act independently,” it said.

“Al Qaida most likely will use the same tactics that were successful on Sept. 11 in carrying out any future attack in the United States, including efforts by cell members to avoid drawing attention to themselves and to minimize contact with militant Islamic groups and mosques in the United States. They will also maintain strict operational and communications security,” the report said.



T-RATIONS — U.S. Army Pfc. Bryan Korwitzer, 101st Airborne Division, 327th Infantry Brigade, serves T-rations to the city leaders of Ash Shura, Iraq, at the Civil Military Operations Center after a June 5 meeting about electing a new democratic government. U. S. Army photo by Sgt. Michael Bracken

Scribblings on walls tell tales of 'one-way prison' in Iraq

by Sandra Jontz, Stars and Stripes; photos by Michael Abrams

BAGHDAD, Iraq — The writing is on the wall.

Scribbled on the whitewashed concrete cells are messages of the doomed, virtual last wills and testaments of inmates held captive in the "one-way prison."

Once in, they never left — at least not alive.

The history, or reputation rather, of the former headquarters of the Secret Iraqi Police doesn't bother the soldiers of the 2nd Armored Cavalry Regiment out of Fort Polk, La. They have set up their headquarters on the sprawling, sandy compound just on the outskirts of downtown Baghdad.

"It kind of calls to you," Maj. Lanier Ward, the operations officer, said of the etched messages. "Not until you see it does it really hit home of the brutality that went on here."

Inside the bland tan stucco, cross-shaped building lived captives who dared challenge the former regime, speak ill of the reigning Baath Party, or even look in the direction of the compound walls, some say.

Curious U.S. soldiers now operating there tour the prison, built to accommodate more than 500 prisoners shoved in tiny two-, four-, eight- or 12-man cells — some with metal bunk beds and some with nothing more than the floor, tiny bathroom and enveloping steel bars.

"They want to see it. It reminds them of why they're here," said 1st Lt. Jill Duncan, executive officer of the 502nd Military Intelligence Company, 3rd Squadron, 2nd ACR.

"It creeped me out. It felt really cold and you got the feeling that a lot of bad things happened in there," said Spc. Kathrine Reed, 22, of Detroit.

Creepy is also how Sgt. 1st Class Rita Montgomery described it.

"My God, what was going through these poor people's minds? It makes me think about my family a lot," said Montgomery, 49, a mother of four and a new grandmother.

Children's clothing and toys — party favors, a pinwheel, watercolor paints — littered the center courtyard.

"We've been told [the regime] would kidnap families and hold them for ransom until deserters [of the Iran-Iraq war] returned," Duncan



The former prison on the Secret Iraqi Police compound in Baghdad. The 2nd Armored Cavalry Regiment now uses the compound.

said. "Then they'd release the families, but kill the prisoners."

Numbered printouts inside plastic sleeves provide translations of the penciled scrawl, marking the route of the "prison tour," as she calls it. Tour guide Duncan said she means not to poke fun or make light of the atrocities, but to provide a little levity for the troops.



One cell at the former prison on Secret Iraqi Police compound in Baghdad has been set up with bedding and personal items found there, to show what a cell probably looked like when the prison was operating.

Chinese prisoners, housed separately from the Iraqi ones, might have been migrant workers hired to build the prison and then killed in lieu of being paid by the regime, Duncan said.

One inscription reads: "The Red Army is not afraid. Shang-hai, Beijing. Smoking cigarettes is not leading you to death. I am slowly killing myself. Widen my heart, give me tolerance. I am the last Chinese virgin. My Chinese heart is afire in the winter. I miss my home."

Others, Duncan says, are vulgar; she has not provided translations for those.

The Iraqi prisoners seemed less poetic, less vocal and willing to document their fears in writing.

Messages etched into gray metal cell doors repeated passages from the Quran; others prompted to remember the rulers. Most instructed to knock on the bathroom door before entering.

Camera mounts posted outside each cell contain no cameras, likely taken by looters brave enough to enter, Duncan said.

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Scribblings on walls tell tales of ‘one-way prison’ in Iraq continued

In some cells, hash marks served as calendars, counting days of confinement. The lengthiest recording is 60 days. “They weren’t held here long,” Duncan said.

The final fate of the doomed prisoners’ bodies lingers. No graves have been found within the compound that housed the prison, administrative buildings and apartments or dormitories that appear to be where the prison guards lived.

During the war, an American-lobbed Joint Direct Attack Munition, or JDAM, destroyed half the building, apparently empty at the time of the strike, Duncan said. No bodies, either of prisoners or Iraqi officials, have been found in the rubble. But while surveying the apartment, which had five and six deadbolts on the front doors, she did find Arabic newspapers dated February and March.

In the bowels of yet another bland tan stucco building next door to the prison, millions of folders containing documents — some quite detailed with Iraqi citizens’ names, addresses, places of work, family trees, and party and religious affiliations noted — are stored. U.S. officials don’t know yet if these kept track of prisoners or citizens for the regime.

Some documents are written in code, like that in a folder containing arresting information on four Iraqis: Abudd Khalil Yousef, born in 1980 and a farmer from Nasiriyah: “Arrested for relations with agent 165.”

Documents mention mass executions, but provide no details as to numbers, method or what happened to the bodies afterward, Duncan said.

Survey Exploitation Teams, made up of Defense and State Department employees, have begun the arduous task of removing and scanning the documents to glean intelligence on the operations of Saddam Hussein’s decades of domination.

Local nationals hired to clean debris from or repair the now U.S.-occupied compound commanded more money than the normal going rate for such work just to enter the mammoth steel-gray front gate, Duncan said.

“They were so afraid to come here, we had to pay them double just to get them to come on the compound,” she said. “They didn’t want to come near this place out of fear.”



A verse of the Koran is scratched into the metal door of a cell at the former prison on Secret Iraqi Police compound in Baghdad. There are writings in Arabic and Cantonese scratched on the wall and doors of the cells.



Millions of records on Iraqi citizens are stored in the basement of a building on the Secret Iraqi Police compound in Baghdad.



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MWR customers can win motorcycle, prizes

by Harriet Rice

in requests for scratch cards.)

ALEXANDRIA, Va. (Army News Service, June 9, 2003) - Customers who use selected Army Morale, Welfare, and Recreation clubs and eateries have a chance to win a Harley-Davidson motorcycle this summer.

Event planners at the U.S. Army Community and Family Support Center, headquarters for Army MWR, teamed up with Miller Brewing Company to stage "A Legendary Summer," an MWR promotion designed as a tie-in to Harley-Davidson's 100th anniversary celebration.

The event kicked off June 3 at 237 food and beverage outlets on installation in the U.S. and overseas; it continues through Aug. 31.

"Miller Brewing Company approached us and wanted to partner with the Army's MWR food and beverage program," said Anita Tornyai, a member of the event planning team. "Miller already had a national promotion ongoing and offered us an opportunity to piggyback off their [Harley-Davidson] 100-year anniversary promotion. We said 'great!' and got started."

"A Legendary Summer" features instant-win scratch cards with guaranteed winners, local events and contests that support the Legendary Summer/Harley theme, and a grand prize drawing for the Harley-Davidson motorcycle.

Each time customers purchase food or beverages at a participating MWR outlet, they receive scratch cards. (Customers can also mail

"Our goal with promotions like this is to make people more aware of MWR, increase traffic through our food facilities and make those place and MWR a fun place to be," said Tornyai.

Instant scratch "instant" winners get prizes such as Harley-Davidson/Miller shop jackets, long sleeve denim shirts and soft pack coolers. The used scratch cards then serve as entries into the drawing for the Harley-Davidson motorcycle purchased exclusively for the Army.

"We've encouraged local staff to augment the promotion by sponsoring their own Harley nights with contests and

events," said Tornyai. "We've had a good response. Some locations are doing 'Harley and Barley' nights or partnering with motorcycle clubs outside the gates."

Beginning in mid-June, there will also be eight different collectable commemorative Miller Lite and MGD beer cans available for purchase. The artwork on the cans illustrates the different styles of motorcycles manufactured throughout the history of Harley-Davidson. Only authorized MWR customers of legal drinking age may purchase the commemorative beer cans.

For a list of MWR locations participating in the "Legendary Summer" promotion, log on to www.mwrpromotions.com.

(Editor's note: Harriet Rice is the CFSC Public Affairs Officer.)



"We're losing talented young people to private-sector competitors. When DoD goes to a college job fair, the person at the next table from a corporation is perfectly able to look a ... person in the eye, offer them a job, tell them what the bonus is, tell them where they'll be working and when they can start. When DoD interviews the same people, all we can do is offer them a ream of paperwork and a promise to get back to them in three to five months. It should not be surprising that the most talented folks end up working somewhere other than the Department of Defense."

—From the Brookings Institution Event on Public Service, National Press Club, June 3, 2003

by Denise Brown, American Forces Press Service

WASHINGTON, June 9, 2003 – “Uncle Sam Wants You” is a familiar recruiting slogan to generations of Americans. But in this case, it’s an invitation for all Americans to sign up for a different kind of military operation.

Operation Tribute to Freedom, a Defense Department initiative, is a way for Americans to show their continuing support for the nation’s military men and women and share with the Defense Department the different ways in which individuals and communities are expressing this support.

“We receive calls and emails all the time asking, ‘What can I do to support the troops?’” said Allison Barber, special assistant to the assistant secretary of defense for public affairs. “People want to know what they can do to help.”

Americans across the country are already involved in activities showing support for the men and women in uniform, Barber said. “If you’re flying the flag, going to a parade, writing an e-mail to the troops or visiting the DefendAmerica.mil Web site to send a thank you to the troops, all of these activities are part of Operation Tribute to Freedom.”

Many individual groups have started their own grassroots campaigns or outreach campaigns for the troops, she said. Operation Tribute to Freedom is a way to bring these individuals, groups and companies together as part of one team.

“You’re already doing the activities, so join the team and keep supporting the troops,” Barber said, adding that joining the team is an ideal way for Americans to stay connected with men and women in uniform.

“To join the team, just go to our Operation Tribute to Freedom Web site on www.DefendAmerica.mil, select ‘Join the Team,’ fill in your name, and tell us what you’re doing to pay tribute to the men and women of the military. Once you submit your registration to the team, you’ll be able to download an Operation Tribute to Freedom certificate, making you an official member of the team.”

The program includes a variety of suggestions on how communities and individuals can support the troops. “We have activities and ideas that are geared for both children and adults,” Barber explained. “Younger children can color a patriotic picture or send an e-mail to

“Uncle Sam wants you” – to join the Operation Tribute to Freedom team

the troops.

“Older teens and adults can volunteer at their local Red Cross or local veterans organization, visit injured veterans in a veterans hospital or donate money to Operation Uplink for the purchase of a phone card for a service member. There are activities for all ages,” Barber added.

The Web site also contains a selection of downloadable Operation Tribute to Freedom graphics. The graphics can be used as posters, on T-shirts or as banners, “in whatever way people want to use their imaginations,” Barber added. “And that’s the strength of Operation Tribute to Freedom.”

Although the Web site includes specific ideas for activities to support the troops, people are probably going to come up with more ideas, Barber said. She asks people to “share with us what you’re doing and join the

team.”

Barber is also working with the Weekly Reader, a publication for elementary and secondary school children. “Weekly Reader goes out to over 7 million children in classrooms throughout America,”

Barber said. Operation Tribute to Freedom will be featured on the Weekly Reader Web site and also in the Weekly Reader distribution during the school year.

“Corporate America has been great in supporting the troops and we’re reaching out to them as well, inviting them as a corporation to join the team,” Barber said. “Operation Tribute to Freedom is a multifaceted campaign that reaches individuals of every age, non-profit organizations, corporate America and schools. It’s a very far reaching campaign.”



Purple Heart postage: *New stamp unveiled during D-Day observance*

by Sig Christenson, San Antonio Express-News Military Writer

San Antonio veterans gave their stamp of approval Friday to the Postal Service, and the timing couldn't have been better.

As they marked the 59th anniversary of D-Day on an unseasonably cool morning, the veterans welcomed the unveiling of a 37-cent Purple Heart stamp in a Fort Sam Houston ceremony.

Set around a pair of Army ambulances, vintage Korean and Vietnam-era medevac helicopters and a mockup of an old post office, the hourlong event featured Mayor Ed Garza and San Antonio Spurs Chairman Peter Holt, and saluted those who served in World War II, Korea, Vietnam, and Gulf Wars I and II.

"It's certainly a compliment to the many wonderful people who have given their blood and their lives to God and country," said retired Army Chaplain (Col.) Leonard Stegman, 86, of San Antonio and a recipient of two Silver Stars in the Korean War.

The stamp is a first.

Though the Purple Heart is the oldest military decoration in the world still in use, and the first given to the common soldier, the United States has never had a stamp commemorating it.

The medal is given to soldiers injured or killed in combat.

"It's long overdue," said retired Army Sgt. Maj. Benito Guerrero, 68, of San Antonio and a Vietnam veteran.

The Purple Heart is the one award anyone can receive, at any time, a symbol of the random and lethal nature of war.

Gen. George Washington created it during the Revolution to honor soldiers throughout the ranks.

Called the Badge of Military Merit, it was the only such honor given to lower-ranking troops.

The award was dropped after the Revolutionary War but revived in 1932.

"We have captains, we have privates, we have chief petty officers, we have generals, we have lieutenants, seamen, airmen, corporals and some extremely effective privates," Garland "Pete" Bishop, 68, of San Antonio and the Purple Heart Association's local commander, told the crowd of about 250.

"Some were wounded several times, some quite seriously. Some lost

their arms or legs or critical muscle tissue. Some live even today with adverse physical and emotional wounds," he continued. "Some gave everything, and all gave something."

Holt, 54, an Army veteran of the Vietnam War and Tet Offensive, was shot in the neck, but recovered from his wounds.

He came home with the Purple Heart and Silver Star, the nation's third-highest award for valor on the battlefield.

A native of Gruene and two-tour veteran of Vietnam, Guerrero suffered shrapnel wounds to his left arm and hand after a rocket-propelled grenade blasted a nearby tree.

Marine Staff Sgt. Eric Alva, 32, of San Antonio wasn't so lucky.

He was the first battle casualty of Operation Iraqi Freedom, losing his right leg after stepping on a land mine.

Alva's left tibia was broken, and he also has lost the use of his right hand, which has nerve damage.

Mobbed by the crowd after the ceremony, he signed autographs with his left hand.

The stamp can't bring back his leg or speed his recovery, Alva knows, but it's given him heart.

"It does take away some of the pain because it's an honor to be in a group of such people," he said.

"It's a sacrifice that all men and women make, but to be part of this organization or to even see a stamp that represents something that you're a part of, it's overwhelming," Alva, a 1989 graduate of Southwest High School, commented. "And it makes me proud to be an American even more every day."



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German soldiers of International Security Assistance Force (ISAF) pray near the coffins of soldiers killed in Afghanistan during a memorial service, at a military base in Kabul, Afghanistan, Tuesday, June 10, 2003. Hundreds of peacekeepers paid tribute to four German peacekeeping soldiers killed over the weekend. (AP Photo/Rafiq Maqbool)



French soldiers guard Bunia airport, Monday, June 9, 2003 in the Congo. Some 350 French troops arrived in Entebbe airport Monday from where they will be deployed in a troubled town in neighboring Congo as part of an international force supposed to help end months of tribal fighting.(AP Photo/Karel Prinsloo)



Tracking bin Laden by Sgt. 1st Class Elzie Golden - Awarded First Place Defense Information School Military Graphic Competition, FineArt category.